



JOB SATISFACTION AS A PREDICTOR OF JOB PERFORMANCE OF LIBRARIANS IN UNIVERSITY LIBRARIES IN NASARAWA STATE, NIGERIA

Philip Chike Chukwunonso **AGHADIUNO**¹, Daniel Samuel **AYELE**², Peter Obaje **ITODO**³
Department of Library and Information Science, School of Communication Technology,
Nasarawa State Polytechnic, Lafia¹, Polytechnic Library, Nasarawa State Polytechnic, Lafia²,
Polytechnic Library, Benue State Polytechnic Ugbokolo, Benue State³
chikepaghadiuno@gmail.com¹, ayeledaniel@gmail.com², peteritodo30@gmail.com³

Abstract

Purpose: This study was carried out on job satisfaction as a predictor of job performance of librarians in University libraries in Nasarawa State Nigeria.

Design/Methodology/Approach: Four research questions and three hypotheses guided the study. Descriptive research design was used, the population of the study consisted of 45 library personnel, spread across three universities in Nasarawa State Nigeria. The sample for the study was 40 which was determined using Taro Yemen. The instrument used for data collection was a researcher designed questionnaire. Data generated was analyzed using descriptive statistics of mean and standard deviation while the hypotheses were tested using linear regression.

Findings: The results of the study revealed that regular salary payment, promotion, incentives, training and provision of facilities are job satisfactions that predict job performance of librarians in University Libraries in Nasarawa State; there is significant relationship between promotion and job performance of librarians in university libraries in Nasarawa State; there is significant relationship between incentives and job performance of librarians in university libraries in Nasarawa State Nigeria; there is significant relationship between delay of salaries and job performance of librarians in university libraries in Nasarawa State Nigeria.

Originality/Value: It was recommended that; there should be regular payment of librarian salaries, promotion should be given to librarians when due, incentives should be granted to librarians. Librarians should be allowed and supported to attend trainings that would enhance their performance.

Keywords: Job satisfaction, job performance, Librarians, University Libraries, Nasarawa, State, Nigeria

Paper type: Empirical research

Introduction

Organizations including library and information centers exist as a result of the human capital performing the tasks and duties, hence human capital are so vital to organizational success or failure. This is one of the reasons for a continued interest in the phenomenon of employees' job satisfaction. The tendencies of employees to manifest some features such as productivity, efficiency, team spirit, and truancy among others are directly or indirectly tied to the degree of their job satisfaction (Idiegbeyan-Ose, Opeke, Aregbesola, Owolabi&Eyiolorunshe, 2019).

A librarian according to Rubin (2010), is a person who works professionally in a library, providing access to information and sometimes social or

programs; assistive technology for people with disabilities; and assistance locating community

technical programming to users. A librarian can also be referred to as professionally trained personnel who is in charge of or assisting in a library. In addition, librarians provide instruction on information literacy. The role of a librarian is continually evolving to meet social and technological needs. A modern librarian may deal with provision and maintenance of information in many formats, including: books; electronic resources; magazines; newspapers; audio and video recordings; maps; manuscripts; photographs and other graphic material; bibliographic databases; and web-based and digital resources. A librarian may also provide other information services, including: information literacy instruction; computer provision and training; coordination with community groups to host public resources. Job satisfaction according to Ezeji (2016) may be defined as the degree to which

the personnel get rewarded both materially and physiologically while performing assigned task. In the same vein, Lock in Ezeji (2016) succinctly defined job satisfaction as the pleasurable emotional state resulting from the appraisal of one's jobs as achieving or facilitating the achievement of organizational goals. Job satisfaction is the output of hard work.

Job performance is conceptualized as a multidimensional construct consisting of more than one behavioral kind. Job performance according to Campbell, et al (2013) is measurable behaviors that are relevant to the achievement of organizational goals. It refers to how people perform their Job.

The university library is also known as the academic library, is a library that is attached to a higher education institution most especially the university, and it serves two complimentary purposes: to support the university's curriculum and to support the research of the university's faculties, departments and students. According to Ogbonna and Okenyi (as cited in Ekere, 2010), Academic libraries refer to all the libraries that exist in institutions of higher learning ranging from universities, polytechnics, colleges of Education, and any other form of tertiary institution. Their major aim is to provide the curricular educational needs of the students and the entire academic community, example, supporting the teaching staff in the up – to – date materials required for their teaching jobs. An academic library was described in Oyedum (2006) as an integral part of a college or a university; it is usually regarded as an instrument of instruction. This means that teaching and learning in the university requires a well-stocked library with relevant instructional materials and information resources.

Job satisfaction and performance are vital issues in any establishment, be it an institution or corporate organization. In fact, anywhere work is done, the issue of satisfaction and level of performance or productivity can never be over emphasized; this explains the rationale behind job appraisal, evaluation, and job redefinition and restructuring; because every establishment including the library faces the need for maximum performance, need to enhance staff satisfaction, and need to reduce loose and maximize profit (Isezuo, 2009). The

achievements of these needs are vital for the sound and successful operation of the establishment. Societal progress will not be fully attained unless productivity is high and workers are satisfied. It is on this premise; this paper is carried out on job satisfaction as a predictor of job performance of librarians in University Libraries in Nasarawa State Nigeria.

Statement of the Problem

Library services to the university community cannot be complete without the Librarians. The librarians are supposedly academic staff performing research and academic functions, and are placed, paid and promoted base on contribution to knowledge via impartation and publications among others. Their roles are so enormous that the university cannot function effectively without them. This set of workers called librarians require some level of recognition, security, training and compensation for their inputs which aids better performance that can bring about satisfaction even on the part of library administrations. Continuous research in the university might not be possible without effective function of libraries and librarians. This is because the university library is designed to serve all the areas of knowledge taught in the university. To achieve these therefore, the librarians have veritable roles to play which includes, provision of information for the purpose of research, teaching and learning, preservation of information for futuristic purpose, provision of information for personal enlightenment and career development. These roles could be effectively carried out when the Librarians are satisfied with their job.

Despite these important roles of librarians, some librarians still exhibit poor attitude towards their work and those they serve which may be due to irregular promotion, lack of incentives and delay of salary payment. This apparent attitude exhibited by these librarians might therefore, bring dissatisfaction and this could lead to lack of commitment to work, absenteeism and lateness which make Librarians perform below expectations. This however may affect meeting the information needs of library users thereby hindering the general progress in research, scholarship and the institutional development. If the scenario is

the case, performance may be negatively influenced. These calls for the need for this study to investigate job satisfaction as a predictor of job performance of librarians in University libraries in Nasarawa State Nigeria.

Objectives of the study

The main objective of this study is to examine job satisfaction as a predictor of job performance of librarians in University Libraries in Nasarawa State Nigeria. The specific objectives of the study are to

1. identify job satisfaction that predicts job performance of librarians in University Libraries in Nasarawa State.
2. determine the extent to which promotion predicts job performance of librarians in university libraries in Nasarawa State.
3. examine the extent to which incentives influences job performance of librarians in university libraries in Nasarawa State Nigeria.
4. determine the extent to which delay of salaries predicts job performance of librarians in university libraries in Nasarawa State Nigeria.

Research Questions

The following questions are raised to guide the study

1. What are the job satisfactions that predict job performance of librarians in University Libraries in Nasarawa State?
2. What extent does promotion predicts job performance of librarians in university libraries in Nasarawa State?
3. What extent does incentives predicts job performance of librarians in university libraries in Nasarawa State Nigeria?
4. What extent does delay of salaries predicts job performance of librarians in university libraries in Nasarawa State Nigeria?

Research Hypotheses

The following hypotheses were formulated to guide the investigation of this study:

1. There is no significant relationship between promotion and job performance of librarians in university libraries in Nasarawa State.
2. There is no significant relationship between incentives and job performance of librarians in university libraries in Nasarawa State.

3. There is no significant relationship between delay of salary and job performance of librarians in university libraries in Nasarawa State.

Review of Literature

Conceptual Framework

Job satisfaction can be defined as the extent of pleasure one derives in his profession, occupation or work. Ezeji (2016) view job satisfaction as the degree to which the personnel get rewarded both materially and physiologically while performing assigned task. In the same vein, lock in Ezeji (2016) succinctly job satisfaction as the pleasurable emotional state resulting from the appraisal of one's jobs as achieving or facilitating the achievement of organizational goals. The implication of these definition is that in one's work place there are certain job factors which an individual value so much, and it is only when these values are present that employee will derive satisfaction from the job. George (2015) maintains that job satisfaction is an employee's affective response to his job environment.

Job performance is a universal term in the labor industry. It refers to how people perform their Job. Performance as defined by James (2015) as behaviour; It is something done by the employee such as a librarian. He however allow for exceptions when defining performance as behavior. For instance he clarify that performance does not have to be directly observable actions of an individual. It can consist of mental productions such as answer or decisions.

The university library is also known as the academic library, the academic library is a library that is attached to a higher education institution most especially the university, and it serves two complimentary purposes: to support the university's curriculum and to support the research of the university's faculties, departments and students. According to Ogbonna and Okenyi (as cited in Ekere, 2010), Academic libraries refer to all the libraries that exist in institutions of higher learning ranging from universities, polytechnics, colleges of Education, and any other form of tertiary institution.

Theoretical Review

It is pertinent to note that this research work hinges on Maslow's theory of needs hierarchy and Herzberg's two factor theory. Maslow's theory of needs hierarchy is a theory of human motivation by an American Psychologist Maslow Abraham who proposed that healthy beings have a certain number of needs and these needs are arranged in hierarchy base on the understanding of human needs and how these needs are related to the phenomenon of job attitude. Satisfaction and performance are the work of Maslow who developed a hierarchy of needs. He proposed that people have a complex set of needs which are arranged in order of importance. These needs are; Self-actualization, Esteem, Social, Safety and Physiological needs. He stated that the basic need of all human is the physiological need. This is the need that relates to the biological maintenance of oneself; for example, the need for food and water. In the library working situation, basic needs could relate to adequate air conditioning, basic salary Promotion, Incentives, in service training and working condition. The second lower need is that of safety. Safety incorporates the need for security, protection and stability in the physical and interpersonal events of day to day life. In libraries, safety could refer to safe working conditions, job and stable working relationship. The third lower-order need is social need. Individuals need and affection and a sense of belonging in their relationship with fellow workers. In libraries, social needs are in compatible work groups, recognition, appreciation, rewards friendship at work, cordial relationship between the head and subordinate and an approachable and relationship oriented boss. The fourth is the esteem need which is a higher – order need. Individual who have the lower order needs satisfied will have a need for the esteem of others demonstrated by respect, prestige, recognition among others. They will also have a need for self-esteem and a personal sense of competency. The library staff needs to build confidence by equipping themselves to the level they can attend to all queries and by so doing they won't have low self-esteem issues. The fifth is the self-actualization need which is the highest order of need. This is a need to fulfill one self and to grow and use personal abilities to the

fullest and to a most creative extent. Self-actualization is demonstrated in libraries by challenging jobs. Self-actualization will only be desired in the area where the individuals are capable of achievement. Library staff ought to develop themselves, which when they are given the opportunity, it will improve their service delivery.

The Herzberg's two factor theory was developed by Frederick Herzberg , a psychologist. To better understand employee attitudes and motivation, he performed studies to determine which factors in an employee's work environment caused satisfaction or dissatisfaction. He published his findings in the 1959 book *The Motivation to Work* to theorize that job satisfaction and job dissatisfaction act independently of each other. He states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. He developed the motivation-hygiene theory to explain these results. He called the satisfiers motivators and the dissatisfies, hygiene factors. Examples of the motivators (satisfiers) are achievement, recognition, work itself, responsibility, advancement and growth while the hygiene issues (dissatisfies) include company policy, supervision, relationship with boss, work conditions, salary, relationship with peers and security (Stello in Na'angap, 2012). The central theme of the theory is that those factors which relate to one's job satisfaction are, in qualitative terms, different from those which are associated with job dissatisfaction (Castilo and Cano, 2004). Herzberg reasoned that because the factors causing satisfaction are different from those causing dissatisfaction, the two feelings cannot simply be treated as opposites of one another. The opposite of satisfaction is not dissatisfaction, but rather, no satisfaction. Similarly, the opposite of dissatisfaction is no dissatisfaction. Thus, if management wishes to increase satisfaction on the job, it should be concerned with the nature of the work itself. On the other hand, if management wishes to reduce dissatisfaction, then it must focus on the job environment. The theory further suggests that to improve job attitudes and productivity, administrators must recognize and attend to both sets of characteristics and not assume that

an increase in satisfaction leads to decrease in unpleasurable dissatisfaction.

This theory is related to this work in the sense that it brings out those factors that lead to job satisfaction and those that lead to job dissatisfaction. This will allow management of university libraries in Nasarawa state to improve on their motivational strategies so as to boost their staff Morales for greater performance. In this way the library will be able to meet up some of the challenges of meeting the needs of its users.

Several empirical studies have been carried out on job satisfaction and job performance of Librarians. In a research carried out by Na'angap (2012) on the job satisfaction and job performance of library personnel of National Library of Nigeria. The library personnel who are librarians and paraprofessional from the professional departments of the library were used. The study sought to find out their level of job satisfaction, level of job performance, relationship between their job satisfaction and job performance, barriers to their job satisfaction and job performance and the strategies to improving their job satisfaction and job performance. A descriptive research design was used for the study with a population of 413 library personnel from five professional departments of the National library. No sampling was done in the corporate headquarters. A multi-stage sampling technique was used for the state branches which altogether; a population of 240 (58%) library personnel from the professional departments of the library was used. The instrument for data collection was questionnaire. In analyzing the data, mean, correlation coefficient and frequency tables were used. The findings from the study revealed that library personnel are generally satisfied with their job but not satisfied with their salary and also their overall job performance is average. The relationship between their job satisfaction and job performance shows that there is a strong positive relationship between salary, responsibility and relationship with job performance, a weak negative relationship between work-itself and job performance and a negative relationship between growth/advancement and recognition and job

performance. Findings identified lack of/inadequate professional training, poor policy, unsafe working environment and poor salary package as barriers to their job satisfaction and performance and effective communication, adequate professional development, good working conditions good salary package good policy as strategies to improving their job satisfaction and job performance.

Both studies are related in terms of job satisfaction variables. The studies however differ in that the present study has a larger population compared to the reviewed study. Percentages as used the reviewed study for data analysis was not employed in the present study. Another gap is in terms of geographical location as the reviewed study was conducted in National Library of Nigeria unlike the present study in Nasarawa State.

Igbokwe, (2011) conducted a study on Job satisfaction and performance of librarians in Federal University libraries in South East Nigeria. The study examined job satisfaction and performance of librarians in Federal University Libraries in South East Nigeria. The study was guided by six research questions. Descriptive survey was used to conduct the study. The population of the study was made up of 110 librarians in the four federal university libraries in South East Nigeria. Data relevant to the study was collected using questionnaire and a total of 92 out of 110 questionnaires distributed were returned and found usable. Data were analyzed by Mean, Percentages and Frequency Counts. The findings revealed that general job satisfaction exist among the librarians in federal university libraries in South East Nigeria. This was as a result of the existence of constituents of job satisfaction such as opportunity for promotion, good working environment and salary. It also revealed that job satisfaction has great influence on job performance. Equally, the study reveals that lack of opportunity for promotion is the greatest factor that can affect their job satisfaction and performance and the existence of promotion opportunities and other factors such as, salary increment, opportunity for training, concrete job description will to a very great extent enhance the job satisfaction and performance of these librarians.

Both studies are related in terms of job satisfaction variables. The studies however differ in that the present study has a lesser population compared to the reviewed study. Percentages as used the reviewed study for data analysis was not employed in the present study. Another gap is in terms of geographical location as the reviewed study was conducted in Federal University Libraries in South East Nigeria unlike the present study in Nasarawa State.

Oyintola, Abiodun and Ajani (2013) conducted a study titled "Work environments and job performance of librarians in the public universities in South –west Nigeria. The study investigates the work environments and job performance of librarians working in public universities in South-West, Nigeria with the aid of descriptive survey research approach. The population of the study was made up of 189 Academic Librarians working in South-West, Nigerian University Libraries, Federal and State owned. Questionnaire designed by the researchers was used to elicit information from 153 (81%) respondents. The reliability of the questionnaire was established using cronbach Alpha Method and a coefficient of 0.78 was obtained. The data collected were analyzed using frequency count, Percentage and ANOVA Analysis at 0.05 level of significance. The findings revealed that the work environment of librarians in terms of availability of physical facilities, open communication and motivation among others are fairly favourable while personnel emolument was considered not to be favourable at all. This inadequacy is reflected in the job performance of the librarians as their performance only seems to be fair. The study also established that there is significant correlation between work environment and job performance of the librarians. To alleviate the incidence of poor work environment and under performance in libraries, the study recommended improvement in the levels of physical facilities, personnel emolument, open communication as wells as adequate funding from government, donor agencies and philanthropists.

The studies are related as emphasis is laid on job performance in both. They however differ in that variables of job satisfaction such as promotion, regular salary payment, and

incentives which not covered in the reviewed work were considered in the present work. The reviewed study employed a correlation research design unlike the present study which is survey design. In terms of geographical location, the reviewed study was conducted in public universities in South –west Nigeria unlike the present study which is Nasarawa State, Nigeria.

Methodology

The study adopts the survey research design, since data on job satisfaction as a predictor of job performance of Librarians in Universities Libraries in Nasarawa State was collected from a sample of the Librarians in the University Libraries in Nasarawa State The proportionate stratified random sampling was used to select the sample from the three universities to ensure that, appropriate and proportionate population of the library personnel were included in the sample. The total population of 40 librarians were used for the study. The research instrument for this study is a structured questionnaire titled "Influence of Job satisfaction on job performance of Librarians Questionnaire" (IJSJPLULQ) from literatures reviewed. It comprises of a 20 – item questionnaire divided into four clusters and each cluster contains relevant question items that addressed each of the three research questions. Instrument was validated through expert opinion and the completed questionnaires were analyzed for reliability using Cronbach Alpha coefficient. Eventually, the reliability statistic of 0.840 was established for the whole set of scores.

The data collected was analyzed using descriptive and non-parametric inferential statistical tools. Descriptive statistic such as mean and standard deviation was used to answer the research questions. The instrument was scaled using Very Great Extent VGE = 4 Great Extent GE =3, Low Extent LE =2 and Very Low Extent VLE=1. Therefore, any item with a Mean value of 2.50 and above was considered 'High Extent while those below 2.50 were considered "Low Extent". Linear regression analysis was used to test the formulated hypotheses. The model used in ascertaining the relationship of the independent variables on the dependent variables of the study has been specified in this section as:

Functional Relationship

- Y = f(X)
- y₁ = f(x₁)1
- y₂ = f(x₂).....2
- y₃ = f(x₃)..... 3

y₂ = B + B₂x₂----- Equation 2

y₃ = B + B₃x₃----- Equation 3

These are the expectations on the subject of the existing effect of the dependent variable on independent variable. This refers to job performance in line with the hypotheses formulated

Regression Models

y₁ = B + B₁x₁----- Equation 1

S/N	Models	A Priori expectations	Sign
1	y ₁ = B + B ₁ x ₁	β ₁ > 0, p<0.05: HO1 will be rejected	Positive
2	y ₂ = B + B ₂ x ₂	β ₂ < 0, p<0.05: HO2 will be rejected	Negative

8.0 Results

This study has investigated job satisfaction as a predictor of job performance of librarians in University Libraries in Nasarawa State Nigeria.

Research Question 1: What are the job satisfactions that predict job performance of librarians in University Libraries in Nasarawa State?

Table 1: Mean Ratings and Standard Deviation on the Job Satisfaction that Predicts Job Performance of Librarians in University Libraries in Nasarawa State.

S/No	Items	VGE	GE	LE	VLE	Mean	STD	Decision
1	Regular Salary Payment	38	2	0	0	3.95	0.22	Accepted
2	Promotion	36	4	0	0	3.90	0.30	Accepted
3	Incentives	34	6	0	0	3.85	0.36	Accepted
4	Training	35	3	2	0	3.83	0.49	Accepted
5	Provision of facilities	33	5	2	0	3.78	0.52	Accepted
Cluster Mean						3.86	0.38	Accepted

Bar Chart Showing Mean Ratings and Standard Deviation on the Job Satisfaction that Predicts Job Performance of Librarians in University Libraries in Nasarawa State.

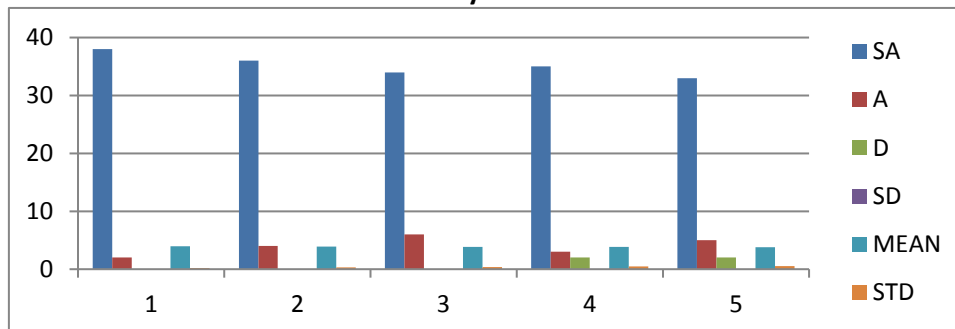


Table 1 shows the job satisfactions that predict job performance of librarians in University Libraries in Nasarawa State. As shown in this table, respondents ranked regular payment of salary as the most. The cluster mean and

standard deviation are 3.86 and 0.38 respectively.

Research Question 2: To what extent does promotion predicts job performance of librarians in university libraries in Nasarawa State?

Table 1: Mean Ratings and Standard Deviation on the Extent Promotion Predicts Job Performance of Librarians in University Libraries in Nasarawa State.

S/No	Items	VGE	GE	LE	VLE	Mean	STD	Decision
1	Promotion of librarians positively influences high productivity.	39	1	0	0	3.98	0.16	Accepted

2	Promotion increases the level of performance of librarians	35	5	0	0	3.88	0.33	Accepted
3	Promotion enables librarians to be effective in carrying out their duties	32	8	0	0	3.80	0.40	Accepted
4	Promotion enhances leadership skills.	30	4	6	0	3.60	0.73	Accepted
5	Promotion of librarians positivity influences teamwork	28	6	4	2	3.50	0.87	Accepted
Cluster Mean						3.75	0.50	Accepted

Bar Chart Showing Extent Promotion Predicts Job Performance of Librarians in University Libraries in Nasarawa State.

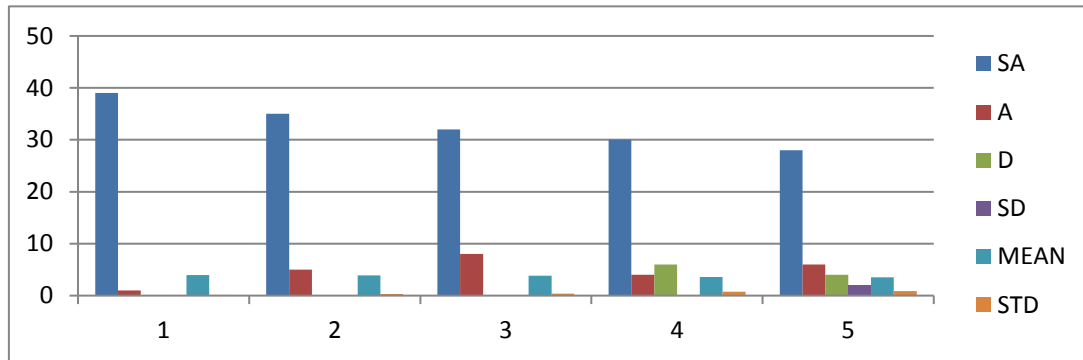


Table 2 shows the extent to which promotion predicts job performance of librarians in university libraries in Nasarawa State. As shown in this table, respondents ranked promotion of librarians positively influences high productivity as the most. The cluster mean and

standard deviation are 3.75 and 0.50 respectively.

Research Question 3: To what extent does incentives predicts job performance of librarians in university libraries in Nasarawa State Nigeria?

Table 3: Mean Ratings and Standard Deviation on the Extent Incentives Predicts Job Performance of Librarians in University Libraries in Nasarawa State.

S/No	Items	VGE	GE	LE	VLE	Mean	STD	Decision
1	Salary increment influences Job Performance	38	1	1	0	3.93	0.35	Accepted
2	Training influences Job Performance	36	3	1	0	3.88	0.40	Accepted
3	Sponsorship influences Job Performance	34	6	0	0	3.85	0.36	Accepted
4	Recognition influences Job Performance	32	4	4	0	3.70	0.64	Accepted
5	Security influences Job Performance	24	6	4	6	3.20	1.12	Accepted
Cluster Mean						3.71	0.57	Accepted

Table 3 shows the extent to which incentives predicts job performance of librarians in university libraries in Nasarawa State. As shown in this table, respondents ranked salary increment influences job performance as the

most. The cluster mean and standard deviation are 3.71 and 0.57 respectively.

Research Question 4: To what extent does delay of salaries predicts job performance of librarians in university libraries in Nasarawa State Nigeria?

Bar Chart Showing Extent Incentives Predicts Job Performance of Librarians in University Libraries in Nasarawa State.

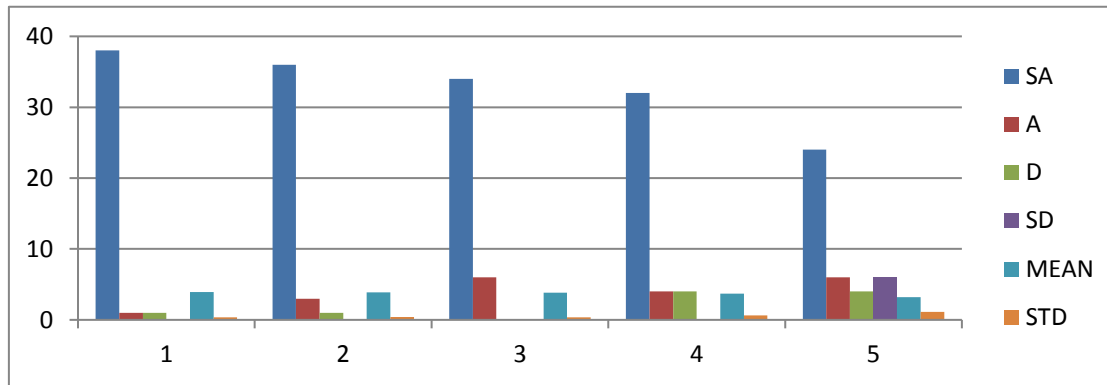


Table 4: Mean Ratings and Standard Deviation on the Extent Delay of Salaries Predicts Job Performance of Librarians in University Libraries in Nasarawa State.

S/No	Items	VG	GE	LE	VLE	Mean	STD	Decision
1	Regular salary influences job performance	39	0	1	0	3.95	0.31	Accepted
2	Regular salary influences the zeal to work	37	2	1	0	3.90	0.37	Accepted
3	Regular salary leads to good aid librarians to explore their mental ability	37	0	2	1	3.83	0.63	Accepted
4	Regular salary increase influences Job Performance	35	2	1	2	3.75	0.73	Accepted
5	Prompt salary payment influences Job Performance	32	5	3	0	3.73	0.59	Accepted
Cluster Mean						3.83	0.53	Accepted

Bar Chart Showing Extent Delay of Salaries Predicts Job Performance of Librarians in University Libraries in Nasarawa State.

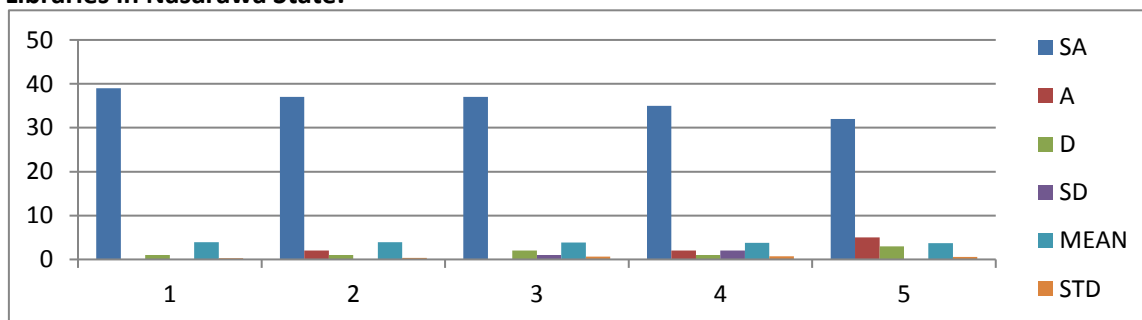


Table 4 shows the extent to which delay of salaries predicts job performance of librarians in university libraries in Nasarawa State. As shown in this table, respondents ranked regular salary influences job performance as the most. The cluster mean and standard deviation are 3.83 and 0.53 respectively.

Test of Hypothesis

Research Hypothesis 1: There is no significant relationship between promotion and job performance of librarians in university libraries in Nasarawa State.

Table 5: Simple Regression Analysis Results on Relationship Between Promotion and Job Performance of Librarians in University Libraries.

Model	Unstandardized Coefficients		standardized Coefficients	T	Sig
	B	Std Error	Beta		
(Constant)	.231	1.088		.212	.833
Promotion	.923	.273	.480	3.376	.002

R= 0.480; R² = .231; F₁₄₀ = 11.400

From the Table 5, the regression model equation using unstandardized coefficient is:

$$Y = B + B_1x_1$$

$$Y = 0.231 + 0.923x_1 \text{ ----- Equation 1}$$

Where: Y = Job Performance

x₁ = Promotion

The result on the Table reveals that promotion have positive and significant influence on job performance of librarians in university libraries β = .480, t statistic of 3.376 and computed p-value of 0.000 which is below the level of significance (0.05) adopted for this study. The Table shows that unit change in promotion leads to an increase in job performance of

librarians in university library by 0.480 units (β = .480). Moreover, the Table shows that promotion 23.1% (R₂ = 0.231) variance in job performance of librarians in university libraries. Based on this result, the null hypothesis is rejected which affirms that there is no significant relationship between promotion and job performance of librarians in university libraries in Nasarawa state is hereby rejected.

Research Hypothesis 2: There is no significant relationship between incentives and job performance of librarians in university libraries in Nasarawa State.

Table 6: Simple Regression Analysis Results on Relationship between Incentives and Job Performance of Librarians in University Libraries.

Model	Unstandardized Coefficients		standardized Coefficients	T	Sig
	B	Std Error	Beta		
(Constant)	1.754	.566		3.101	.004
Incentives	.534	.144	.517	3.376	.001

R= 0.517; R² = .267; F₁₄₀ = 13.843

From the Table 6, the regression model equation using unstandardized coefficient is:

$$Y = B + B_1x_1$$

$$Y = 1.754 + 0.534x_1 \text{ ----- Equation 1}$$

Where: Y = Job Performance

x₁ = Incentives

The result on the Table reveals that incentives have positive and significant influence on job performance of librarians in university libraries β = .517, t statistic of 3.721 and computed p-value of 0.000 which is below the level of significance (0.05) adopted for this study. The Table shows that unit change in incentive leads to an increase in job performance of librarians

in university library by 0.517 units (β = .517). Moreover, the Table shows that incentives 26.7% (R₂ = 0.267) variance in job performance of librarians in university libraries. Based on this result, the null hypothesis is rejected which affirms that there is no significant relationship between incentives and job performance of librarians in university libraries in Nasarawa state is hereby rejected.

Research Hypothesis 3: There is no significant relationship between delay of salary and job performance of librarians in university libraries in Nasarawa State.

Table 7: Simple Regression Analysis Results on Relationship Between Delay of Salary and Job Performance of Librarians in University Libraries.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std Error	Beta		
(Constant)	.077	.645		119	.906
Delay of salary	.974	.162	.698	6.008	.000

R = 0.698; R² = .487; F_{1,40} = 36.100

From the Table 7, the regression model equation using unstandardized coefficient is:

$$Y = B + B_1x_1$$

$$Y = 0.077 + 0.974x_1 \text{ ----- Equation 1}$$

Where: Y = Job Performance

x₁ = Delay of salary

The result on the Table reveals that delay of salary have positive and significant influence on job performance of librarians in university libraries $\beta = .698$, t statistic of 6.008 and computed p-value of 0.000 which is below the level of significance (0.05) adopted for this study. The Table shows that unit change in delay of salary leads to an increase in job performance of librarians in university library by 0.698 units ($\beta = .698$). Moreover, the Table shows that delay of salary 48.7% (R₂ = 0.487) variance in job performance of librarians in university libraries. Based on this result, the null hypothesis is rejected which affirms that there is no significant relationship between delay of salary and job performance of librarians in university libraries in Nasarawa state is hereby rejected.

Discussion of Findings

After the analysis, the first finding reveals that regular salary payment, promotion, incentives, training and provision of facilities as job satisfactions that predict job performance of librarians in University Libraries in Nasarawa State. This finding is in agreement with that of Igbokwe (2011) who is of the opinion that lack of opportunity for promotion is the greatest factor that can affect their job satisfaction and performance and the existence of promotion opportunities and other factors such as, salary increment, opportunity for training, concrete job description will to a very great extent enhance the job satisfaction and performance of these librarians.

The second findings of this study revealed that promotion significantly predicts job performance of librarians in university libraries in Nasarawa State. This finding is in agreement with that of Igbokwe (2011) who is of the opinion that lack of opportunity for promotion is the greatest factor that can affect job satisfaction and performance and the existence of promotion opportunities.

The third finding of this study also reveals that incentives significantly predict job performance of librarians in university libraries in Nasarawa State Nigeria. This finding is in agreement with Igbokwe (2011) factors such as, salary increment, opportunity for training, concrete job description will to a very great extent enhance the job satisfaction and performance of these librarians.

The fourth finding of this study reveals that delay of salaries significantly predicts job performance of librarians in university libraries in Nasarawa State Nigeria. This finding is in agreement with Na'angap (2012) who is of the opinion that there is a strong positive relationship between salary, responsibility and relationship with job performance.

Implications of the Study

The findings of this study have tremendous implications on the university administrations, university library managements and the librarians. The implications are discussed as follows:

1. Findings of the study show that promotion influences job performance of librarians in university libraries in Nasarawa State. The implication of this is that when library staffs are promoted, it will improve their level of productivity, team work, leadership skills and carrying out their duties. In the other way round, if they are not promoted, it

could affect their level of productivity, team work, leadership skills and carrying out their duties which could have an adverse effect on the university library.

2. Findings of the study revealed that incentives influences job performance of librarians in university libraries in Nasarawa state. The implication of this is that when library staffs are granted security, salary increment. sponsorship, recognition and training, it could influence their job performance and when this is not granted to them, it could influence their job performance.
3. If library staffs are given regular salary payment, it influences their job performance. The implication of this is that it will explore librarians' mental ability and zeal to work, and when this is not granted it could lead to less zeal to work.

Recommendations

Based on the findings of the study, the following recommendations are made; there should be regular payment of librarian salaries, promotion should be given to librarians when due, incentives should be granted to librarians. Librarians should be allowed and supported to attend trainings that would enhance their performance.

Conclusion

Based on the results of this study, it has been established that regular salary payment, promotion, incentives, training and provision of facilities as job satisfactions that predict job performance of librarians in University Libraries in Nasarawa State; promotion significantly predicts job performance of librarians in university libraries in Nasarawa State; incentives significantly predict job performance of librarians in university libraries in Nasarawa State Nigeria; delay of salaries significantly predicts job performance of librarians in university libraries in Nasarawa State Nigeria.

References

- Campbell, J. P., McCloy, R. A., Oppler, S. H. & Sager, C.E. (2013). *A theory of performance: personnel selection in organizations* San Francicco: Jossey-Bass. Pp 35-70.
- Castillo, J.X. and Cano, J. (2004) Factors explaining job satisfaction among Faculty. *Journal of agricultural education*, 45, 65-74

- Ekere, F. C. (2010). *Administration of academic Libraries: a book of reading*. Enugu: Praise House Publishers. University of Nigeria, Nsukka.
- Ezeji, S. C. (2016). The relationship between professional training level of education experience and job satisfaction. *Nigeria journal of education and Technology (1): 32-37*.
- George, P. D. (2015). The determinant of job satisfaction among Beginning Librarians. *Library Quaterly. Pp. 283-302*.
- Idiegbeyan-Ose, J; Opeke, R; Aregbesola, A; Owolabi, S.E and Eyiolorunshe, T (2019). Relationship between Motivation and Job Satisfaction of Staff in Private University Libraries, Nigeria. *Academy of Strategic Management Journal, Vol. 18, No. 1*
- Igbokwe, P. C. (2011). *Job Satisfaction and Performance of Librarians in Federal University Libraries in South East Nigeria*. A Project Report Submitted In Partial Fulfilment of The Requirements For The Award Of Degree Of Master Of Library And Information Science (MIS) Department of Library And Information Science University of Nigeria, Nsukka, Retrieved from <http://www.unn.edu.ng/publications/files/images/patrick%20Chijioke.pdf>
- Isezwuo J. D. (2006). Changing a cultural icon: The academic library as a virtual destination. *EDUCAUSE review. 41 (1): 16*.
- James, O. O. (2015). The effect of job satisfaction and motivation on performance of workers in Community Banks in Nsukka L. G.A. *Unpublished Dissertation*.
- Na'angap, D. (2012). *Job satisfaction and job performance of Library personnel of National Library of Nigeria*. Thesis Dissertation submitted to the Department of Library and Information Science, University of Nigeria, Nsukka.
- Oyedum, G.U (2006). Internet Use in the Library of Federal University of Technology, Minna: A case Study. *Gateway Library Journal. 2007, 10 (1) 23-25*
- Oyintola, I. A., Abiodun, O. I. & Ajani, F. O. (2013). Work environments and job performance of librarians in the public universities in South – West Nigeria. *International Journal of Library and Information Science, 5(11), 457-461*
- Rubin, R. E. (2010). *Foundations of library and information science*. Neal-Schuman Publishers, Inc.